

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

TABLE OF CONTENTS

Focus — C. Paul Spark	2
In-Basket TIPBITS	4
Annual Report	7
Oh D — !	8
EEOC Decision	11
Journal Review Service	15
Cartoon Entry	17
Position Openings	20
Advertising Rates	23

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Author and Publisher

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FOCUS ON CHARLES PAUL SPARKS

Your new President-elect has certainly found it difficult to decide which kind of applied psychology to pursue. He started out as a school psychologist, became a military psychologist in World War II, followed this with 16 years as a consulting psychologist, and has been the chief industrial psychologist with Exxon Company, U.S.A. since 1964. Along the way he managed part-time association with six universities and is currently Adjunct Professor in the Graduate Faculty of the University of Houston.

Paul was born a Kentucky hillbilly, son of a coal miner turned circuit-riding preacher father and a school teacher mother. He grew up on a farm in Ohio and entered Ohio State University intending to become an M.D. He became a psychologist accidentally. Paul says that by graduation time he had accumulated so many hours of credit in psychology that he had a bona fide major and was also hooked on the subject.

After completing a Master's Degree in Ohio State's Bureau of Educational Research, he became School Psychologist at Mansfield, Ohio. He moved three years later to Director of Psychological Services in the Indianapolis Public Schools. War time came and Paul entered the Army Air Force as a buck private. Four years later he left the service as the Assistant Chief of Personnel Research in the Army's Adjutant Generals Office.

In the meantime, a consulting firm called Richardson, Bellows, Henry & Company had been formed, consisting principally of psychologists brought together by the military. Paul joined RBH and became its president in 1963. During that time, one of Paul's major clients was Standard Oil Company of New Jersey, now Exxon. Exxon hired Paul in 1974 to administer their personnel research program.

Paul has been involved with I-O psychology in other organizations, and has



chaired committees in such organizations as the American Petroleum Institute and the Society for Advancement of Management. He was a member of the Department of Labor Advisory Committee on Selection and Testing which materially influenced the OFCC Testing Order, and is currently co-chairing an Ad Hoc Industry Technical Committee working with Federal government personnel to develop uniform guidelines on selection procedures.

Paul has maintained an active interest in Division 14, serving on several committees and being a past Chairman of the Membership and Professional Affairs Committees. He is currently Chairman of our Ad Hoc Committee on Legal Issues. He is also on APA's Test Committee.

TIP congratulates Paul on his election, and wishes him success in his office.

A SAMPLE (RE)LICENSES EXAMINATION*

Many consulting psychologists face licensing or relicensure examinations. In an effort to provide a basic, broad practice exam, the following has been adapted from other relevant sources.

INSTRUCTIONS: Read each question carefully. Answer all questions. Time limit is four (4) hours.

INDIVIDUAL ASSESSMENT

Based upon your knowledge of their works, evaluate the emotional stability, degree of adjustment, and repressed frustrations of each of the following: Alexander of Aprodias; Ramses II; Gregory of Nicea; Hammurabi. Support your evaluations with quotations from the work of each person, making appropriate references. (It is not necessary to translate).

APPLIED SOCIO-GENETIC EPISTEMETOLOGY

Integrate Piaget's theory of the development of thought processes of individuals with D. T. Campbell's approach to social evolution. Draw specific implications for the practice of organizational design as discussed by Galbraith.

HUMAN SYSTEMS ENGINEERING AND VALUES

At some time during this test a hungry tiger will be admitted to the room. Past data indicates you can be 90% certain that the tiger will eat more than 1 but less than 4 persons. Rearrange the positions of persons in the room, preparing a physical design plan that will optimize test performance as well as maximize your likelihood of survival. Justify your plan.

APPLIED COLLECTIVE BEHAVIOR

2,500 rioting drug-crazed aborigines will storm the test room in approximately twenty minutes. Calm them, using any ancient language except Latin or Greek.

APPLIED SOCIAL PSYCHOLOGY

Describe the history of the Catholic Church from its origin to the present day, concentrating on the effects of the role of the pope upon executive behavior in organizations during major historical periods.

SOCIO-BIOLOGY

In the next room you will find a complete lab for research on recombinant DNA/RNA. Using the materials provided, develop a viable new life form. Estimate the differences in subsequent human culture if this form of life had evolved 500 million years earlier, with special attention to its probable effect on the English parliamentary system.

APPLIED ORGANIZATIONAL SOCIOLOGY

Discuss the probable effects upon organizations of a factually-proven announcement that the end of the world is one year away. Design a small-scale experiment to test your hypotheses.

EMPLOYING THE NEUROLOGICALLY HANDICAPPED

In your desk you will find a jar of alcohol and a razor blade. Using other testees as subjects, investigate the effects of occipital lobe lesions on small group leadership. Based on the subjects' performance, prepare a detailed psychological evaluation of each subject including job recommendations.

*Based upon an exam appearing in the Newsletter of Section II, Division 12, APA (Vol. XII, No. 2, pp. 9-10). Sent to TIP by Marshall Sashkin, our editor on the Newsletter beat.

In-Basket TIPBITS

by Mike Kavanagh

Guess what? Division 14 does in fact have (a) cartoonist in its ranks. Yes, **TIP's** second major contest drew an overwhelming response of one entry to date — see the cartoon by **Gary Johns** elsewhere in this issue. In a split decision by the official judges of the contest (the WNSC), Gary's entry is presently in the lead. It appears that the editors made the mistake last issue of thinking that I/O psychologists could channel their creativity away from research into cartoons. Thus, the contest has been opened to all animals either being prepared for, involved in, or veterans of experimental psychological research. What's that old story about a monkey randomly typing and creating a Nobel Prize novel? Anyway, the cartoon contest has been extended until March 15, 1978. Note however, that the judges were mightily impressed with Gary's entry.

Due to popular demand, the following announcement is being repeated. All address changes should be sent to APA Circulation Offices, **not to the TIP editor**. **TIP** does not maintain its own mailing list, but rather uses one generated by APA Circulation. So all you dudes (and dudesses) — see, **TIP** doesn't use sexist language — who move, please send your address change to APA Circulation Offices, 1200 Seventeenth St., N.W., Washington, D.C.

As an afterthought to the previous address change notice, it struck us that those persons who are not receiving **TIP** at the appropriate address will not read this announcement, and thus . . .

Speaking of popular demand, **Warren Blumenfeld** and **Dick Holland** have *thrice* informed **TIP** that the 1978 SEIOPA group will hold their semi-structured professional happening at Georgia State University on the day before the 1978 SEPA meetings in Atlanta. The SEIOPA meeting, March 14, will be informal and flexible; and, according to Warren, will be followed by a regression session at a "nearby watering hole" — the "Muddy Beta Weight", I assume. All members of Division 14 are invited. For details, contact Warren or Dick at Georgia State University, University Plaza, Atlanta, Georgia 30303.

TIP editor fumbles — **Sam Dubin** attended the two hour session on **TIP** at the San Francisco Convention and gave me a news item. Who knows what happened to it — probably posted in a massage parlor. Anyway, Sam sent **TIP** another copy of the item without a (deserved) reminder that we had goofed. To the point — Sam has been involved in research on the obsolescence of professionals, and much to his credit, there have been news articles summarizing his research in both the New York Times and the Chicago Daily News. Take heart, Sam, your work has made **TIP** — the pinnacle of journalism.

Speaking of publications — **Erwin Stanton** has recently had a book published, *Successful Personnel Recruiting and Selection*, by AMACOM. **Scott Myers** has finished a book, *Managing With Unions*, to be published by Addison-Wesley in March, 1978. Pergamon Press has recently published *Applying The Assessment Center Approach* in which the following Division 14 members were chapter contributors: **J. L. Moses**, **William Byham**, **Tom Jeswald**, **W. E. Dodd**, **Tom Standing**, **Virginia Boehm**, **Alan Kraut**, **James Huck**, and **Doug Bray**. All three books sound interesting.

Harry Ammerman has informed **TIP** that the Center for Vocational Education has just come off the press with a comprehensive procedural manual in a five-volume set for conducting task surveys. Interested persons can write Harry at: The Ohio State University, 1960 Kenny Road, Columbus, Ohio 43210.

Finally, in terms of publications, **Paul Ross** has sent **TIP** a copy of his current NOTE TO CHIEF EXECUTIVE OFFICERS on *Marketing Professional Services*. As usual, **TIP** found this to be a thought-provoking piece, and,

as usual, you may have a copy by writing to Paul. The only stipulation is that you are willing to comment on his NOTE. Paul's address is: The Ross Company, Todd Pond, Lincoln, MA 01773.

AWARDS AWARDS — Jan Wijting has informed **TIP** that this year's winner (1977) of the Douglas H. Fryer Plaque for outstanding research and scholarship in I/O Psychology at NYU are **Philip Manhardt** and **John Sherman**. From Purdue, **Dan Ilgen** has informed us that **Angelo S. DeNisi** of the Department of Administrative Sciences at Kent State University has been named as the first recipient of the Ernest J. McCormick award for outstanding graduate work in I/O Psychology at Purdue University. The award was established upon the retirement of **Ernie McCormick** to recognize those students who show potential for achievement exemplified by the career of Professor McCormick.

Could you use some research support? No — then skip this item. If yes, then **Dick Hackman** has informed us that the National Science Foundation's "Science and Applications Division," formerly the RANN program, now has an I/O psychologist in **Neil Dumas**. Funding appears to be available for both private and public sector organizations (although some cost-sharing is expected) for applied research in the national interest. Previous emphases have centered on productivity improvement, but the new reorganization appears to be broadening the focus and have each researcher justify his/her own problem. This agency accepts concept papers for a fast turn-around response on whether it is worthwhile preparing a formal proposal. If you use this "preliminary proposal" route, just stick to the problem and approach issues — boiler plate, literature review, etc. do not appear necessary. Write to Neil at: 1800 G Street, N.W., Washington, D.C. 20550. (202) 634-6264.

Fred Herzberg's work on job enrichment with the Air Force has gone command-wide, and he was recently honored by the receipt of an Award for Significant Achievement from the Commanding General F. M. Rogers, Air Force Logistics Command. At the present time, he is in Europe keynoting speeches in France and Sweden. Nothing like having your job enrichment program "enrich" your own job, Fred?

Ed Fleishman, hearing of Fred's European trip, informed **TIP** that he was elected President of Division 5, Evaluation and Measurement. Ed is currently serving as President of Division 21, Engineering Psychology.

Back in New Jersey, there will be a symposium entitled "A Different Drummer: Industrial/Organizational Psychology in a Changing World" held on May 13, 1978, at the Henry Chauncey Center at Educational Testing Service in Princeton. The event, sponsored by the New Jersey Psychological Association will be facilitated by **Charles Kruger**, and the participants will be **Mary Tenopyr**, **Robert Allen**, **Myron Johnson**, and **Michael Higgins**.

Moving slightly south, **Laurie Eyde** (U. S. Civil Service Commission, D. C.) has been appointed Chairperson of APA's Committee on Women in Psychology. Much congrats to Laurie.

Slightly further south, **Alfred I. Fiks**, President of Group Seven Associates, Inc. has recently been named Chairperson of the International Committee of the newly founded Evaluation Research Society.

Moving down the coast — **John Bernardin** has informed **TIP** that Old Dominion University will have its Ph.D. in I/O Psychology in full swing for Fall, 1978. Interested students should contact the Graduate School, ODU, Norfolk, VA 23508.

In the deep South — **Ivan Jones** has been named Director of Personnel Research and Development for Knight-Ridder Newspapers in Miami, Florida. Ivan has been with Knight-Ridder since 1975, and is presently living on Key Biscayne.

On its way to the West coast, **TIP** learned that **Larry Axline** has been assigned to the role of National Director of Organizational Planning for Elmer

Fox, Westheimer & Co. in Denver. Larry has also recently published an article in *ACTION* entitled "Management Succession: An Unaccrued Liability." It is an interesting article, and **TIP** readers who want a copy should write Larry at: 1660 Lincoln Street, Suite 2700, Denver, Colorado 80264.

Reaching the West coast before it slipped into the ocean, **TIP** learned that **Joseph Fabricatore** became the fourth member of A. T. Kearney's Organization and Human Resource Group in Los Angeles in May 1977.

Returning home through West Chester, PA, **TIP** was interested in learning that **Dan Glasner**, after 10 years with Hays Associates, has started an independent consulting practice as Effective Organization.

Going by Philadelphia ("spent a weekend there last Thursday"), **Ginny Schien** hitchhiked a ride with **TIP** and informed us that she is now at the Wharton School as an Associate Professor. Her new address is: The Wharton School, University of Pennsylvania. (215-243-4984). **TIP** also learned that Ginny was married this past year. After congratulating her, **TIP** was geographically diverted by the news to New Haven.

Meeting **Vic Vroom** at Yale University, he informed us that the School of Organization and Management has announced the following appointments: **David Berg**, Lecture; **John Bassler**, **Dennis Perkins**, and **Janet Weiss**, Assistant Professors; and **John Kimberly**, Associate Professor. Vic also told us to change the language as we see fit, so — Organization Kimberly announced Professor. How's that, Vic?

Returning to Bingo, "the wet snow flowed like torrents of blood, oozing slush that coagulated on our boots," so **TIP** ended its travels.

Remember the cartoon contest. Let's beat those animals. Any other news — send to **Mike Kavanagh**, School of Management, SUNY-Binghamton, Binghamton, New York 13901. Deadline for the May issue is March 15, 1978.

Professional Affairs Committee Activities

by A. I. Siegel

The Professional Affairs Committee is composed of six subcommittees. The subcommittees, their chairpersons, and subcommittee members for this year are: Standards — **T. Tice** (Chairperson), **A. Kraut**, and **C. J. Bartlett**; Licensing and Continuing Education — **B. Shimberg** (Chairperson), **C. J. Bartlett**, and **F. Levine**; Awards — **S. Gael** (Chairperson), **E. Levine**, **H. Lockwood**, and **H. Meyer**; Liaison with Other Divisions — **W. Mollenkopf** and **P. Johnson**; Relationships with AAP — **B. King**; Accrediting — **C. J. Bartlett** (Chairperson), **B. Shimberg**, and **B. King**.

The Standards subcommittee has practically "zeroed in" on a final set of "standards" for I/O practice. The Licensing and Continuing Education Committee is presently developing a working draft of continuing education standards. The Awards committee is actively in search of someone who deserves our Professional Practice Award. This subcommittee is also supporting the candidacy of Division 14 members for APA awards. Other subcommittees are also active. A considerable effort was initiated to develop contacts with Division 14 members in each state so that I/O professional interests would be directly represented in local issues. This project, largely due to the efforts of **M. Tenopyr**, has been highly successful. There seems to be a large number of local issues with which we can help. Persons with Professional Affairs problems/issues/comments should contact the subcommittee chairpersons or the Committee Chairperson, **A. Siegel**.

Annual Report to the Board of Directors and the Council of Representatives American Psychological Association

(Editor's note, The following report repeats some news, but summarizes the activities of the Division during 1977. It was prepared and submitted by **Paul Thayer** and **Mary Tenopyr**)

Division 14 during 1977 made continuing and new efforts in a number of areas. Active Executive Committee members and Committee Chairs elicited a marked degree of participation from the membership and maintained the high level of organization and productivity of the Division.

The Division continued to grow in 1977; 160 new members and 31 associates were accepted. Furthermore, the Division maintained its position in having Fellow nominees accepted; four persons were made Fellow of the Division in 1977.

The James McKeen Cattell Award was given to **Jeanne B. Hermann** and **Stephen B. Goldberg**. The winner of the S. Rains Wallace Dissertation Award was **W. A. Scheimann**. For the first time Division 14 made an award for contributions in the professional area. The winner was **Douglas W. Bray**. Dossiers for candidates for APA awards are being prepared by the Scientific Affairs Committee.

Committee participation among members continued to be broadened. A cross-section of the Division membership has been involved in committee work.

The Education and Training Committee continued to promote the particular interests of members in the area of continuing education and developed guidelines for the Division. A new survey of graduate schools was conducted, and a new graduate school guide will soon be published.

New Division 14 specialty standards were prepared by the Professional Affairs Committee and submitted to COSPOPS. In addition comments on the model state licensing law were collated and prepared for COSL.

Program submissions were up 75%; the Program Committee screened submissions carefully and presented a well attended program.

The Division 14 Workshops were attended by 198 persons. The Workshop Committee this year experimented with a format which would allow participants to attend two workshops in one day.

The Public Policy and Social Issues Committee concluded its demonstration of the use of assessment centers for selection of public school administrative personnel and made preparations for schools to assist themselves in the selection area.

The Public Relations Committee is preparing an article on how psychologists can get material published. Thirty requests for speakers for departments of psychology have been handled.

The Division Newsletter, *The Industrial-Organizational Psychologist*, continues to be a sought-after publication. Interested nonmembers may now purchase a subscription.

Long range planning continues to be a major concern of the Division. A continuing committee in this area revised the long range planning document.

An Ad Hoc Committee on Legal Issues continued to respond to events associated with legislation and the development of EEOCC guidelines on Employee Selection. Another Ad Hoc Committee also proposed strategies for fund raising.

A number of significant actions were taken by the Division President in coordinating with other groups within and outside APA and in reviewing the internal functioning of the Division.

OH D---!

by Marshall Sashkin

FALL OD NETWORK MEETING

The semi-annual meeting of the ODN was held November 18-22 in San Diego. The sessions were heavily practice-oriented, with research and theory receiving little attention (as is appropriate for an association of practitioners). Some of the pre-meeting workshops received strong positive reaction, including one on Inner Tennis (Peter Block and Gary Girard) and my own (with John Jones) on Power in Organizations. Much of the conference involved sharing of professional practices, with the emphasis on professional development. The focus was more on consultant skills than on programs or techniques. As one of the few academics on the program — or in attendance — I got an "outsider's" view of the state of OD practice, a little new information, and a lot of good discussion on a one-to-one basis with people who "do" OD. My observations are that little that I would consider really new was in evidence; that a good many practitioners seemed extremely skilled; that most are (at best) moderately competent; that most are looking for more training, personal knowledge, skill development, and collegial sharing (being and feeling rather alone in large organizations); and, finally, that San Diego is a great place for a convention.

GRADUATE TRAINING IN OD

As noted in a prior column the 1978 *Annual Handbook for Group Facilitators* (La Jolla, CA: University Associates), which will appear early in January, includes an extensive directory of graduate programs in applied behavioral science, assembled by Susan Campbell. Ninety programs are described in enough detail to be a useful resource guide for interested students — and their faculty advisors.

OD CONSULTING SURVEY

In the Summer 1977 newsletter of Division 13, Thomas Backer and Steven Graubard report the results of a survey of the division's 570 members. Twenty-six percent responded. Half of those responding "indicated that some of their activities were related to OD." Respondents were asked to characterize their OD work and their answers were sorted into four major activity groupings: (1) Improving efficiency and effectiveness through problem identification, goal setting, and problem solving. (2) Educating and training, including personal development and team building. (3) Evaluating OD programs in terms of their content aims. (4) Research on OD. The authors concluded that "this sample of organizational consultants is problem-oriented, concerned both with technical expertise as well as desirable personal qualities such as empathy and integrity in a consultant, and seriously interested in OD-type work."

NEW BOOKS

The new Addison-Wesley titles are out. I've had a chance to examine only one in detail, Dave Nadler's *Feedback and OD*, which I can recommend as the best current treatment of this major OD approach. The other three I have barely skimmed but am nevertheless willing to predict they'll prove at least interesting and at best basic resources for future practice. The Stanley Davis and Paul Lawrence book, *Matrix*, looks at first glance like the most comprehensive and in-depth discussion of this organizational form (and process, as the authors emphasize). The text includes cases and some discussion of change to a matrix form, but centers on the nature and dynamics of matrix organization. Richard Beckhard and Reuben Harris's book is directed more toward executive managers than toward OD consultants. *Organizational Transitions* is con-

cerned with how to *manage* the OD process, on the basis that the transition that occurs when an organization moves from a pre-OD to a post-OD state is itself a unique state of the organizational system and requires special managerial knowledge and skills. The fourth new addition to the series is William Dyer's *Team Building*, which struck me as rather basic, though sound. All-in-all these four books fulfill the hope of the series editor, Ed Schein, to foster the development of new areas of knowledge and practice central to OD.

Still another A-W OD text, though not in the series discussed above, is a book by Len Sperry, Douglas Mickelson, and Phil Hunsaker, *You Can Make It Happen*. The authors try to integrate individual and organization development and, while not completely successful in this aim, nonetheless offer a unique and useful treatment of OD aimed at the individual manager who wants to do something but isn't sure where to start.

Look for a completely re-written edition of Margulies and Raia's OD reader, retitled *Conceptual Foundations of Organizational Development*. Included is substantial new text material, along with readings (McGraw-Hill, 1978).

MEETINGS

OD 78, a state-of-the-art conference to be held in San Francisco March 16-17, has a set of "OD heavyweights" lined up. On the program are Leland Bradford, Jack Gibb, Robert Golembiewski, Newton Margulies, Ed Schein, and Fritz Steel, among many other leading scholars and practitioners. The program looks exciting, but note the expense — \$250 for registration. Even so, Warner Burke, who is coordinating the conference, reports that registration is rapidly filling up, with a limit of 250 participants.

IAAP News

Ed Fleishman reminds us that the International Congress of Applied Psychology is slated for Munich July 31-August 5, 1978 and a good scientific, professional and social program is planned. For a brochure on charters, hotels, etc., write XIX International Congress of Applied Psychology, Coordination Center, Group Travel Unlimited, 1025 Connecticut Avenue, N.W., Washington, D.C. For circulars and advanced notices about the program write to Dr. Rudolph Amthauer, Congress Secretariat, Merziger Weg 4, 6000-Frankfurt/Main 71, Federal Republic of Germany. Organizational psychology will represent a sizeable portion of the program. If you wish to join the Organizational Psychology Division of IAAP, write to Harry Triandis, Department of Psychology, University of Illinois at Urbana-Champaign, Champaign, Illinois 61820. Dues are \$12.00 which includes the *International Review of Applied Psychology* subscription and the divisional newsletter. Bernie Bass and Pete Weissenberg also have more information on the Division.

WHAT HAVE YOU BEEN UP TO?

New Job?

Interesting Activity?

New Publication?

Let us know, for inclusion in Bits and Pieces. Send items of interest to Mike Kavanagh, School of Management, State University of New York, Binghamton, New York 13901. The May issue deadline is March 15.

Second Annual S. O. B. Meetings

by Mike Kavanagh

The second annual meetings of the Society for Organizational Behavior (S.O.B.) were held on October 7 and 8, 1977 at the Hilton Inn in West Lafayette, Indiana. The meetings were again coordinated by **Jim Naylor**, the founder of the Society. A governing board, consisting of six persons with varying terms of office, was established. Board members are **Paul Goodman**, **Bob Pritchard**, **Jeanne Herman**, **Peter Dachler**, **Bill Scott**, and **Jim Naylor**. Procedures for annual site selection and selecting new members were also established at the meeting. Just like I/O psychologists to get organized!

With about 50 persons present, the discussions, both formal and informal, were interesting, sometimes controversial, but almost always boisterous. The enthusiasm of the group resulted in much sharing of ideas and constructive suggestions to improve both research and theories that were presented. The following is a brief sampling of some speakers and their topics:

1. **Milt Blood** — Helping Persons with Their Nose to the Grindstone Pat Themselves on the Back.
2. **George Graen** — Open-Systems Research Design.
3. **Bob Guion** — Applications of Latent Trait Theory in Industrial and Organizational Psychology.
4. **Chuck Hulin** and **Karlene Roberts** — Aggregation and Other Things.
5. **Frank Landy** — Developmental Motivation Theory.
6. **Del Nebeker** — A Longitudinal Look at Using Expectancy Theory as the Basis for Making Organizational Changes.

7. **Ed Locke** — A Review of Participation.

8. **Bill Scott** — On the Nature and Significance of the "p-p" Correlation.

9. **Jim Terborg** — Individual and Group Behavior in Response to External Organizational Stress.

The Presentations, scheduled for 20 minutes, usually lasted at least one-half hour; and were frequently carried over to the coffee break, lunch, cocktails, etc. In fact, and not surprising, it was these informal discussions that were often the most heated and interesting. The highlight of the meetings for me was to see and hear a well-known cognitive theorist (initials E. L.) and an equally well-known behavioral theorist (initials W. S.) "lock horns", as they say in the Mid-West, at a local dining establishment. How's that for maintaining anonymity, Ed and Bill?

One of the more important themes to emerge at this year's meeting was the study of job-related stress, perhaps reflecting a trend for I/O psychologists to be concerned with health-related research. There was mention of this topic by several speakers and it dominated several of the informal discussions, however, **Jeanne Herman** really focused the attendees on stress when she asked for help in building a model of the stress response to a job transfer.

The meeting concluded about noon on Saturday with all participants feeling pleased with the events. Even though S. O. B. was more structured by actions at this meeting, most members preferred "Flexi-Structure" — let the organization change as we see fit. The only certain item to be structured was next year's meetings in Houston, sponsored by **Bob Pritchard**.

Voluntary Quota for OJT Rejected

by James C. Sharf*

In November, the Fifth Circuit (Fla., Ga., Ala., La., Miss. & Texas) handed down a potentially farreaching decision involving use of racial quotas for selecting minorities for on-the-job training. In *Weber v. Kaiser Aluminum & the United Steelworkers of America*, the court accepted the claim of "reverse discrimination" by a white male who successfully argued that he had been illegally denied admission to OJT because of his race.

If this decision stands (without rehearing or appeal to the Supreme Court), the "goals & timetables" of the Office of Federal Contract Compliance and the voluntary compliance & conciliation activities of the EEOC may be legally crippled — at least in the Fifth Circuit.

In 1974, Kaiser entered into collective bargaining with the USWA that agreed: 1) to remove the requirement of prior craft experience in order to qualify for OJT, and 2) to select one minority for each white selected until the %age of minority craft workers reached parity with the minority population at each of Kaiser's plants nationwide. This program of affirmative action was mutually agreed upon by labor and management to "avoid future litigation" and to comply with the OFCC conditioning federal contracts on "appropriate affirmative action." Kaiser and the USWA argued that OFCC required a "utilization study" to determine minority and female representation in the workforce and to set goals for hiring and promotion which would overcome any "underutilization" found to exist.

The effect of this affirmative effort was to accept minority employees with less seniority for OJT:

"Here we do not deal with minority workers less qualified as to skills; presumably each employee seeking admittance to on-the-job training is unskilled for the craft position he or she seeks. Rather, we are confronted with white employees who are more senior than selected black trainees . . ."

The Kaiser/USWA agreement was legally defective, however, in that no prior history of discrimination had been shown to warrant preferential selection on the basis of race:

"The district court found, and appellants all but conceded, that Kaiser has not been guilty of any discriminatory hiring or promotion at its Gramercy plant . . ."

"Appellants urge this court to approve the on-the-job training ratio not to correct past employment discrimination by Kaiser at this plant but to correct a lack of training blamed on past societal discrimination.

"Where admissions to the craft on-the-job training programs are admittedly and purely functions of seniority and that seniority is untainted by prior discriminatory acts, the one-for-one ratio, whether designed by agreement between Kaiser and USWA or by order of court, has no function in restorative justice, and its preference for training minority workers violates Title VII."

*The views expressed herein are those of the author (and the Fifth Circuit).

"Federal courts have agreed that the 'make whole' objective of Title VII permits and even requires affirmative relief when necessary to correct continuing inequalities created by past discriminatory employment practices."

"Quotas imposed to achieve the 'make whole' objective of Title VII rest on a presumption of some prior discrimination. There can be no basis for preferring minority workers if there has been no discriminatory act that displaced them from their 'rightful place' in the employment scheme . . . quotas or preferential treatment merely to attain racial balance of the work force are unlawful, while quotas to correct past discriminatory practices are not . . ."

"In the absence of prior discrimination, a racial quota loses its character as an equitable *remedy* and must be banned as an unlawful racial *preference* prohibited by Title VII . . . (which) outlaws preference for any group impermissible classification, but it does not outlaw preferences favoring victims of discrimination."

The thrust of this ruling goes to the heart of contract compliance programs in the Department of Labor as well as voluntary compliance & conciliation activities of the EEOC. These programs are primarily designed to accomplish voluntary affirmative action *without a judicial finding of prior discrimination*. In this regard, the court observed:

" . . . this court emphasized that voluntary compliance in eliminating unfair employment practices is preferable to court action and that private settlement without litigation is the central theme of Title VII."

"Courts may establish affirmative action programs as a form of relief in Title VII cases, but when an employer and a union voluntarily adopt a quota system this violates Title VII. Quota systems must be imposed with great caution, and *only the judiciary* should be entrusted with fashioning and administering such relief."

"Appellants contended that if this racial quota is not sanctioned by Title VII, it is sanctioned by Executive Order 11246 and regulations issued by the Office of Federal Contract Compliance mandating affirmative action by all government contractors . . ."

"If Executive Order 11246 mandates a racial quota for admission to on-the-job training by Kaiser, *in the absence of any prior hiring or promotion discrimination*, the Executive Order must fall before this direct Congressional prohibition."

The Court of Appeals quoted the district court in concurrence as follows:

"Undoubtedly the laudable objective of promoting job opportunities in our society for members of minority groups has been viewed as a justification for the discrimination against other individuals which almost certainly results from such programs . . . Indeed, it well may be that employers should be permitted to discriminate in an otherwise illegal fashion in order to bring about a national social goal. This court, however, is not sufficiently skilled in the art of sophistry to justify such discrimination by employers in light of the unequivocal prohibitions against racial discrimination against *any individual* contained . . . in the 1964 Act."

The Optimist Is An Endangered Species by The Wednesday Night Social Club

Anyone with work experience in a bureaucracy has not only heard of, but actually been a victim of, Murphy's Law. Below are the results of a cross-cultural, cross-validated search for cross-references to Murphy's Law.

Murphy's Law	If anything can go wrong, it will.
Skinner's Constant	That quantity which, when multiplied by, divided by, added to, or subtracted from the answer you get, gives you the answer you should have gotten. (This is also known as FINNEGAN'S FINAGLING FACTOR.)
Horner's Five-Thumb Postulate	Experience varies directly with equipment ruined.
Cahn's Axiom	When all else fails, read the instructions.
The Spare Parts Principle	The accessibility, during recovery of small parts which fall from the work bench, varies directly with the size of the part and inversely with its importance to the completion of the work underway.
Gumperson's Law	The probability of a given event occurring is inversely proportional to its desirability.
The Ordering Principle	Those supplies necessary for yesterday's experiment must be ordered no later than tomorrow noon.
The Transcription Square Law	The number of errors made is equal to the sum of the "squares" employed.
Chisholm's Law of Human Interaction	Anytime that things appear to be going better you overlooked something.
Riddle's Constant	There are coexisting elements in frustration phenomena which separate expected results from achieved results.
The Theory of the International Society of Philosophic Engineering	In any calculation, any error which can creep in, will.
Rule of Accuracy	When working toward the solution of a problem, it always helps if you know the answer.
The Law of Selective Gravitation	A dropped tool will land where it can do the most damage.
Thompson's Tenet	If a project requires N components, there will be N-1 units in stock.
Davis' Defect Doctrine	A device selected at random from a group having 99% reliability will be a member of the 1% group.
Rafferty's Rule of Suitable Dimensions	Dimensions will always be expressed in the least useable terms. For example, liquid measure will be expressed in scruples per bucket, or velocity in furlongs per fortnight.

Division 14's Professional Practice Award

by Sid Gael

Nominations are being sought for Division 14's Professional Practice Award. The Award will be presented to recognize an outstanding practitioner who, in the judgment of the nominator and the Awards Subcommittee, has developed and is implementing a method or practice that (1) is regarded as a major contribution to I/O Psychology, and (2) impacts on individuals in organizations or on the organization per se. The nominee's contribution should have had its major impact within the last ten years.

Nominators should forward four (4) copies of supporting documentation to Dr. Sidney Gael, Room 5157B2, American Telephone and Telegraph Company, 295 North Maple Avenue, Basking Ridge, New Jersey, 07920. The supporting documentation should include:

- A vita
- A general description of the method or practice
- Examples of its application
- Descriptions of the method's impact in specific terms
- A list of supporting publications
- Other supporting material that will help reach a decision

Nominators should feel free to request assistance in preparing a nomination from the nominee and others who support the nomination.

The Professional Practice Award — a certificate and \$500 — will be awarded to a practitioner or a team of practitioners; organizations are ineligible to receive the Award. The deadline for the receipt of nominations is May 15, 1978. The final decision will be based on the Awards Subcommittee's overall judgment of the significance of the nominee's contribution. In the event that none of the nominations submitted are judged to be highly significant, the Award will not be presented this year.

Nominations Solicited for Myrdal Prizes

The Evaluation Research Society honors, through its Myrdal Prizes, three distinguished leaders in the field of evaluation: one from government, another from the sciences, and a third from the human services field.

In government, the prize is awarded for creative and original leadership in the conceptualization and sponsorship of new intellectual work in the field of evaluation. In 1977 this Prize was awarded to Dr. Howard R. Davis, Chief, Mental Health Services Development Branch, NIMH. In science, the prize is given to the individual having made a significant contribution to advancing the conceptualization or development of methodologies used in evaluation research. In 1977 this Prize was awarded to Dr. Donald Campbell, Professor of Psychology, Northwestern University. In human services delivery, the prize is given to the individual who has done the most to upgrade service through the application of evaluation. In 1977 this Prize was awarded to Dr. Julius Richmond, Assistant Secretary for Health, HEW.

Nominations of individuals, including supporting material regarding their achievements, should be sent no later than May 1, 1978, to the Chair of the Myrdal Prizes Committee: John R. Barry, Department of Psychology, University of Georgia, Athens, Georgia 30602.

Journal Review Service

by Lynnette Plumlee

This will initiate the Journal Review Service on a trial basis. The purpose of the service as presently envisioned is to provide an exchange of information on significant articles, relevant to I/O Psychology, which appear in journals not normally read by the majority of Division members. The purpose will be to call attention to significant articles in the member's area of specialization which he may have missed and to acquaint him with important developments in areas of I/O specialization other than his own.

In deciding which journals to review, it has been assumed that most I/O Psychologists will have access to the following journals and articles in these journals will therefore not be reviewed in TIP: American Psychologist; Journal of Applied Psychology; Organizational Behavior and Human Development; Personnel Psychology; Psychological Bulletin. Each Reviewer will review certain journals in his topical area.

We do not yet have reviewers for all topical categories (none for human factors engineering, aging, or communication, for example) and we could use more volunteers to take responsibility for additional journals in those areas for which we have Reviewers.

Equal Employment Opportunity and Other Legal Issues in Industrial Psychology On Bias in Selection. J. Ed. Meas., 1976, 13, 1-99. Entire issue devoted to examining conflicting psychometric models of test fairness as proposed by Petersen and Novick, Cole, Cronbach, Darlington, and Linn. This issue provides important reading in an area of rapid change for those concerned with personnel selection. (P. J. O'Neill)

Baldus, D.C., Cole, J.W.L. Quantitative proof of intentional discrimination. *Eval. Quart.* 1977, 1, 53-86. Examines methodological issues in legally establishing adverse impact. (R. F. Boldt)

Balog, R.P. Employment testing and proof of job-relatedness: A tale of unreasonable constraints. *Notre Dame Lawyer*, 1976, 52, 95-108. Critical discussion of EEOC Guidelines, with emphasis on preference for predictive validity, and on differential validity. (R. F. Boldt)

Beyond the prima facie case in employment discrimination law: statistical proof and rebuttal. *Harvard Law Rev.* 1975, 89, 387-422. Provides examples of the use of multivariate statistical analysis in employment discrimination legal cases. (R.F. Boldt)

Davis, J.D. The supreme court and Washington v. Davis — a rationale for racism? *North Carolina Central Law Journal*, 1976, 8, 87-95. Argues that the Supreme Court ruling that both employment discrimination and intent to discriminate must be proven places an impossible burden upon the plaintiff and perpetuates racism. (P.J. O'Neill)

Dorseano III, W.V. Statistical evidence in employment discrimination litigation: selection of the available population, problems, and proposals. *Southwestern Law Journal*, 1975, 29, 859-875. Cases and conflicting court guidance about variables defining and statistics describing a company's available labor pool. (R.F. Boldt)

Gellhorn, E. & Hornby, D.B. Constitutional limitations on admissions procedures and standards — beyond affirmative action. *Virginia Law Review*, 1974, 60, 975-1011. Reprinted and distributed by the Law School Admission Council, 1976. Constitutional foundation of state interest in admissions, and implications for admissions processes and variables. (R.F. Boldt)

R. L. M. Opinion polls and the law of evidence. *Virginia Law Review*, 1976, 62, 1101-1133. History and present status of opinion polls as evidence, and a discussion of technical considerations. (R.F. Boldt)

Sparks, C.P. The not so uniform employee selection guidelines. *The Personnel Administrator*, 1977, Feb., 36-40. Review of the history, controversies, and content of the 1970 Equal Employment Opportunity Commission and the 1976 Federal Executive Agency personnel selection guidelines. (P.J. O'Neill)

Stevens, J.M. The good news of *Bakke*. *Phi Delta Kappan*, 1977, 59, 23-26. Discusses the Bakke case as a challenge to eliminate the inequities in medical school education in order to provide opportunity for all qualified students. Recommended for the perspective it gives to personnel selection. (P.J. L'Neill)

(No author) The Age Discrimination in Employment Act of 1967. *Harvard Law Review*, 1976, 90, 380-411. Distinctions between discrimination based on age and on sex or race that might justify different standards of proof or liability. (R.F. Boldt)

Measurement techniques

Linn, R.L., Slinde, J.A. The determination of the significance of change between pre- and posttesting periods. *Rev. of Educ. Res.* 1977, 47, 121-150. A Comprehensive and useful discussion of problems and procedures in the use of change scores as dependent variables in psychological research. (A.R. BASS)

Statistical methodology

Bobko, P. A note on Moran's measure of multiple rank correlation. *Psychometrika*, 1977, 42, 311-314. Presents a technique for obtaining a multiple correlation coefficient between a dependent and two independent variables in rank order form. (L.B. Plumlee)

Sedere, M.U. and Feldt, L.S. The sampling distribution of the Kristof reliability coefficient, the Feldt coefficient, and Guttman's Lambda-2. *J. Educ. Meas.*, 1977, 14, 53-62. Describes coefficients for estimating split-test reliability for tests with two or three parts with unequal standard deviations. Estimates of the standard errors of such coefficients are provided. (L.B. Plumlee)

Subkoviak, M.J. and Levin, J.R. Fallibility of measurement and the power of a statistical test. *J. Educ. Meas.*, 1977, 14, 47-52. Discusses the importance of considering dependent variable reliability in evaluating the power of the F-test. Formulas are provided. (L.B. Plumlee)

Validation Techniques

Kenny, D. A. An empirical application of confirmatory factor analysis to the multitrait-multimethod matrix. *J. Exp. Soc. Psychol.*, 1976, 12, 247-252. Illustrates confirmatory factor analysis with statistical tests for convergent and discriminant validity, etc., and recommends it to replace the qualitative Campbell-Fiske criteria as a validity technique for general use. (P.J. O'Neill)

Organizational Psychology and the World Series

by Edwin A. Locke

As scientists we should not be closed to any source of information which bears upon the validity of our theories. For example, consider what we can learn from the victory of the Yankees in the World Series:

- 1) authoritarian management can be quite effective, providing it is both smart and rich;
- 2) lack of group cohesion (intra-group conflict) does not inhibit short-term success, providing the members have talent and do their jobs;
- 3) intra-group conflict is unpleasant and may lead to high turnover;
- 4) on the other hand, if enough money is offered to stay, it may not.

What more do you need to know to run a successful organization?

In summary, the MIT SPSS analysis indicated that, for MBA's, the JDS and the PAQ moderated the relationship between LBDQ responses and JDI and MSQ measures. MMPI responses did not. Thus, in conjunction with our V-I-E articles in JAP, OBHP, and ASQ, this research shows that MBO is a useful OD technique when implemented by I/O psychologists.



Editor's note. The above cartoon was submitted by Gary Johns, Associate Professor in the Department of Management of Concordia University.

Academy of Management News

by Pete Weissenberg

At the 37th annual meeting of the Academy of Management held in August at Orlando, Florida, Jack Miner was installed as President. Jack had been President-elect and also served as Vice President and Program Chairman before becoming the chief executive of the Academy.

Jack will not be lonely during his year in office, since several other Division 14 members also serve in other capacities with the Academy. "Tim" Hall is a representative-at-large on the Board of Governors of the Academy this year, while Larry Cummings continues to serve as Editor of the Academy Journal. This year, Ralph Stogdill has also been elected to chair the Management History Division of the Academy to complete the illustrious list of our Division members who are also contributing mightily to the Academy.

The representation of I/O psychologists at the executive level is a reflection of the increased interest of our colleagues in the programs and journals of the Academy.

Request for Validity Data on Clerical Jobs

by Frank Schmidt and Ken Pearlman

As part of our project to explore the generalizability of employment test validities, we have set up a computer file of validity results for a wide range of clerical tests and jobs — one of our initial areas of investigation. To date we have accumulated some 3,400 criterion-related validity coefficients for both job proficiency and training criteria, drawn from published as well as unpublished sources and covering over 50 years of research in the area. The coding and computer storage system established for these data allows instant retrieval of the validity coefficients (and the sources from which they were obtained) corresponding to any desired job, test, or criterion type in any combination. We would like to continue to expand and update this validity data base (which to our knowledge is unique in its size and coverage for any one occupational area) and are seeking additional unpublished or new validity studies on clerical jobs of all types for inclusion in our file. (We are including in our research the full range of clerical occupations as defined in the *Dictionary of Occupational Titles*.) As our research progresses, we plan to make available reports on both the generalizability of clerical test validities as well as summary compilations of our data broken out by test, job, and criterion type. We expect these analyses to be of great practical utility to psychologists and other personnel workers involved in clerical selection, and also of general theoretical interest vis-a-vis the long-dominant belief by our profession in the situational specificity of employment test validities. We would therefore appreciate hearing about or receiving copies of new studies of unpublished validity results in the clerical area. Anyone wishing to forward such information or find out more about this project should contact Frank L. Schmidt (202/632-5444) or Kenneth Pearlman (202/254-8908), Personnel Research and Development Center, U.S. Civil Service Commission, 1900 E Street, N.W., Washington, D.C. 20415.

LAST CALL FOR FELLOWSHIP NOMINATIONS

by Virginia Zachert

Election to the status of Fellow in APA not only honors distinguished colleagues, it also lends distinction to the Division of Industrial Organizational Psychology. In recent years, Division 14 has had notable success in having its nominees elected to Fellowship by the Council of Representatives of APA.

This results from the initiative and hard work of nominators who identify the most deserving and prepare well documented support. It also takes time to assemble, review, and refine documentation.

April 1, 1978 is the date when completed sets of nomination papers must be in the hands of the Chairperson of the Division 14 Fellowship Committee. Now is the time to start the nomination process. Members may obtain the forms and instructions necessary to do so from the Chairperson, Dr. Virginia Zachert, Department of Obstetrics and Gynecology, Medical College of Georgia, Augusta, Georgia 30901.

A member cannot initiate his own application to become a Fellow. He or she must be nominated and endorsed by other members. The process operates only through Divisions. It is critically important, therefore, that members take responsibility for offering the names of qualified people and securing the documents and endorsements needed to obtain their election.

Conference on Middle Range Theories

by Jack Duffy

The Organizational Behavior Group of the Faculty of Commerce and Business Administration, University of British Columbia, is holding a three day conference (August 1-3, 1978) on middle range theories. What's a middle range theory, you ask? According to the Call for Papers, theories of the middle range are those that would attempt to predict and explain only a subset of all organizational phenomena. As such, each midrange theory might make different sets of assumptions about organizations, consider different parameters to be important and lead to distinctly different prescriptions for practice. Each midrange theory may be based on a unique set of imagery of what constitutes organizational behavior and require entirely different research strategies and tactics.

The deadline for submission of papers is April 1, 1978. Papers should be submitted in triplicate, must not exceed 20 double-spaced typewritten pages, and must conform to American Psychological Association format. Papers should be submitted to: Dr. Craig C. Pinder, Faculty of Commerce and Business Administration, University of British Columbia, Vancouver, B. C. Canada V6T-1W5.

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THAT'S PUBLIC RELATIONS

POSITION OPENINGS

PENN STATE UNIVERSITY: The Department of Psychology has an Assistant Professor position to be filled in September, 1978. They would like candidates who are strong in the personnel area with interests in some cognitive area. Candidates should also be strong in quantitative skills and have an appreciation for the application of behavioral principles in real-life settings. Interested persons should send a vita to: **Frank J. Landy, Department of Psychology, Penn State University, University Park, PA 16802.** Pennsylvania is an equal opportunity employer.

UNIVERSITY OF ILLINOIS: The Department of Psychology is seeking a Ph.D. in Psychology or an equivalent degree in a closely related field for a tenure track assistant professor position beginning Fall, 1978. Research and teaching interests in organizational communication networks, intra- and inter-group functioning within organizations, job design, organizational change, and other topics that deal with responses of individuals in complex organizations will be given priority. Extensive training in field research methods and statistics is preferred. Submit vita, copies of published work or work under review, and three letters of recommendation to **Charles L. Hulin, Department of Psychology, University of Illinois, Champaign, IL 61820, (217) 333-3798.** The University of Illinois is an affirmative action/equal opportunity employer.

UNIVERSITY OF CINCINNATI: The Department of Management has an Assistant or Associate Professor of Organizational Behavior faculty opening beginning September, 1978. Applicants are expected to hold a Ph.D. and to have exhibited or shown very clear promise of excellence in research, and to provide high quality teaching at the graduate and undergraduate levels. Salary depends on qualifications. Applicants should send a vita and selected publications, and arrange for three letters of recommendation to be sent to: **Dr. George Graen, Head, Department of Management, Mail Location #20, University of Cincinnati, Cincinnati, OH 45221.** The University of Cincinnati is an affirmative action/equal opportunity employer.

NEW YORK UNIVERSITY: The Department of Psychology is expanding its full-time faculty in I/O Psychology and will have a position to be filled by September, 1978. Candidates should have Ph.D. in psychology, plus some I/O experience and publications. Prefer someone involved in intervention or experimental change in organizational settings, with strong background in theory and research. Rank and salary commensurate with qualifications. New York University is an equal opportunity/affirmative action employer. Send resume to **Raymond A. Katzell, Department of Psychology, New York University, 6 Washington Place, New York, N.Y. 10003.**

UNIVERSITY OF MASSACHUSETTS AT BOSTON: The College of Professional studies has two positions, with rank open, to teach in the area of Human Resources Management. Applicants must have primary competence in one, or both, of the following areas: (a) Personnel Administration; (b) Industrial and Labor Relations, with secondary competence in Organization Development. Applicants must have an advanced degree and/or substantial experience in government, business or industry. They should be motivated in becoming part of a faculty that emphasizes coordination and results, as well as interest in undergraduate education processes in urban campuses. The University of Massachusetts is a non-discriminatory affirmative action employer. Opening are for AY 1978-79. Salary negotiable. Please send letter and vita to: **Dr. Paul V. Croke, CPS, UMass/Boston, Boston, Mass. 02125.**

OLD DOMINION UNIVERSITY: The Department of Psychology is attempting to fill three opening for Fall, 1978.

The first position calls for an assistant, associate, full professor in *Industrial/Organizational Psychology* with an emphasis in personnel and training. We encourage associate and full professors with established publication records to apply. However, we also welcome applicants for the assistant level.

The second position is at the assistant level with an emphasis in *Organizational Psychology*. Those interested in organizational development and change, job design and communication processes are particularly encouraged to apply.

The third position calls for an assistant, associate, or full professor in *Organizational-Clinical Psychology*. We will favor those with APA approved degrees in clinical psychology with field experience in organizational intervention.

All of the above positions are on a tenure track and salaries are competitive. Applications with accompanying vitae and three references should be sent to **John Bernardin, Department of Psychology, Old Dominion University, Norfolk, VA 23508.** Old Dominion University is an equal opportunity employer.

UNIVERSITY OF TENNESSEE: Possible faculty position, tenure track, subject to decisions of two incumbents to return from one-year leaves of absence. Prefer Industrial and Organizational Psychology Ph.D. Range from assistant to full professor depending upon qualifications, record of research and publications. Teach in intercollegiate Industrial and Organizational Psychology MS & Ph.D. programs, teach behavioral and personnel oriented courses to MBA's and undergraduate business students. Background should include heavy emphasis upon applied measurement, statistics and design as well as personnel and psychology. Evidence of experience obtaining various types of funding will be considered. Send letter of application and resume to **John M. Larsen, Jr., Chairperson, Industrial and Organizational Psychology Program Committee, College of Business Administration, Stokely Management Center, Room 413, The University of Tennessee, Knoxville, TN 37916.** The University of Tennessee at Knoxville is an Affirmative Action-Equal Opportunity employer.

MICHIGAN STATE UNIVERSITY: The Department of Psychology at Michigan State University is seeking an Industrial/Organizational Psychologist — Assistant Professor (Ph.D. required) effective September 1978. Primary consideration will be given to candidates who can develop a productive program of field research. Candidates with both organizational and more traditional industrial psychology interests are encouraged to apply. We are an Equal Opportunity/Affirmative Action Employer. Application deadline is March 1, 1978. Send vita and letters of recommendation to **Dr. John H. Wakeley, Industrial/Organizational Search Committee, Department of Psychology, Olds Hall, Michigan State University, East Lansing, Michigan 48824.**

ANNOUNCEMENT

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AT&T: American Telephone and Telegraph Company is seeking an experienced research project manager with a strong background in physiological and experimental psychology and psychometrics. Courses and experience in industrial psychology and kinesiology would be helpful. The position requires research related to the physical requirements of jobs and may involve validation of physical tests and medical examinations, research on exercise, and studies on the aging and handicapped.

The position will be located in Basking Ridge, New Jersey, about 45 miles southwest of New York City, however, some travel in the continental United States is required. Salary will be competitive with similar jobs in industrial psychology.

Send resume to **MARY L. TENOPYR**, American Telephone and Telegraph Company, Room 6126G2, 295 North Maple Avenue, Basking Ridge, New Jersey 07920.

SOUTHERN RAILWAY SYSTEM: Interested in adding a Staff Psychologist to our present Evaluation and Appraisal staff. Duties will involve individual assessments for purposes of evaluating candidates for promotional opportunities. Other tasks will involve normative and validity studies of selection test batteries, personnel research, internal consulting assignments, and similar activities. Travel throughout the Southeastern quadrant of the U.S. is necessary. Our staff is based in Washington, D.C.

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For further information, please contact: **William J. Flynn, Ph.D., Director, Personnel Services, Southern Railway System, P.O. Box 1808, Washington, D.C. 20013, Phone: (202) 628-4460, Ext. 2355.**

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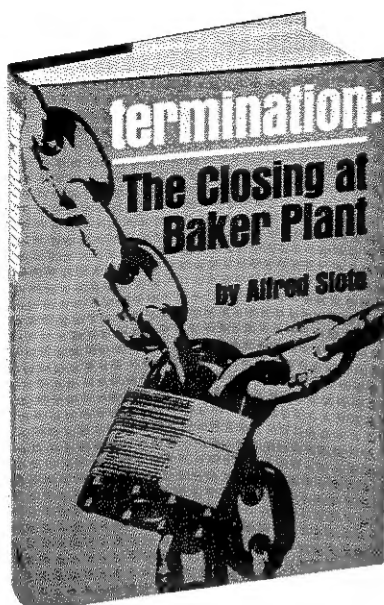
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